

The Influence of Work-Life Balance and Work Environment On Employee Performance With Job Satisfaction As a Mediating Variable at PDAM Tirta Anai Padang Pariaman Regency

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Abstract. This study aims to examine the influence of work-life balance, work environment, and job satisfaction on the performance of employees at PDAM Tirta Anai, Padang Pariaman Regency, while also investigating the mediating role of job satisfaction in these relationships. The research employed a quantitative causal-associative approach using Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the proposed research model. The study population consisted of all employees of PDAM Tirta Anai, and a saturation sampling technique was applied, resulting in a total sample of 193 respondents. Data were collected through a structured questionnaire and analyzed to assess both direct and indirect relationships among the variables. The findings reveal that work-life balance, work environment, and job satisfaction each have a positive and significant effect on employee performance. Furthermore, both work-life balance and the work environment positively and significantly influence job satisfaction, indicating that employees who experience a better balance between work and personal life, as well as a supportive work environment, tend to report higher levels of job satisfaction. The mediation analysis demonstrates that job satisfaction partially mediates the relationship between work-life balance and employee performance, as well as the relationship between the work environment and employee performance. These findings emphasize the importance of fostering a healthy work environment and promoting work-life balance to improve employee satisfaction and enhance organizational performance.

Keywords: Employee Performance; Job Satisfaction; Mediation Effect; Work Environment; Work-Life Balance.

1. INTRODUCTION

Human resources (HR) within an organization serve as a fundamental element because they are the main driving force in carrying out the organization's functions and operational activities. Organizational goals are determined not only by the availability of capital and technology, but also by individual competence in performing tasks (Pahira & Rinaldy, 2023). Good-quality human resources encourage the achievement of organizational effectiveness and productivity. Well-directed human resource management is an important factor as the main driver supporting organizational sustainability, particularly in the public sector, which is required to provide quality services to the community.

PDAM Tirta Anai of Padang Pariaman Regency is a Regional Government-Owned Enterprise (BUMD) that plays a strategic role in providing clean water services to the community. Based on data from the Central Statistics Agency (BPS) of Padang Pariaman Regency for 2025, the population of Padang Pariaman Regency was recorded at 467,038 people spread across 17 sub-districts. This large population that must be served highlights the importance of PDAM's role in ensuring the availability of quality clean water services. To support the implementation of this task, PDAM Tirta Anai has 193 employees spread across

seven work divisions, consisting of 169 permanent employees and 24 non-permanent employees. The largest division is Finance, Accounting, and Tax with 86 people, followed by the Operations Division with 60 people. Differences in the number of employees and the characteristics of work in each division create variations in workload and task complexity that have the potential to affect employee performance.

The results of a pre-survey of 30 employees of PDAM Tirta Anai indicate that employee performance has not yet reached an optimal category. This is reflected in the dominance of “less agree” and “disagree” responses on almost all performance assessment aspects, including work quality, work quantity, task implementation, and responsibility. This condition is thought to be influenced by an imbalance in work-life balance due to a high workload and limited time flexibility, as well as a less conducive physical work environment, such as a cramped office layout and desks positioned too close together, which trigger noise and reduce employee concentration.

Work-life balance is understood as a condition in which a person is able to create a balance between the demands of work and personal life without sacrificing either one (Saputra & Masdupi, 2025). Research conducted by Fabanyo et al (2025) and Lukmiati et al (2020) shows that work-life balance has a positive and significant effect on employee performance. However, research by Marsyanda & Rozaq (2021) found that work-life balance does not have a significant effect on employee performance. These findings indicate that the relationship between work-life balance and employee performance still requires further testing, as previous research results have not shown consistent results.

In addition to work-life balance, the work environment is also an important factor influencing employee performance. According to Sedarmayanti (2017), the work environment is the entirety of the tools and materials encountered, the surroundings in which a person works, work methods, and work arrangements, both individually and in groups. Research by Liawati (2020) shows that the work environment has a positive and significant effect on employee performance. Conversely, Alqorrib et al (2023) found that the work environment does not have a significant partial effect on employee performance. These differing research results indicate inconsistencies in empirical findings that need to be re-examined in different organizational contexts.

Job satisfaction is one factor thought to be able to explain the relationship between work-life balance, the work environment, and employee performance. Luthans (2011) states that job satisfaction is the result of employees' perceptions of the extent to which their work is able to provide things they consider important. Research by Wirtadipura & Sumarjo (2025)

proves that job satisfaction is able to mediate the relationship between work-life balance and employee performance. Research by Suwandana, (2025) also shows that job satisfaction is able to mediate the effect of the work environment on employee performance. However, Udmah & Banin (2025) found that job satisfaction is not able to mediate the effect of work-life balance on employee performance. These differing findings indicate that the role of job satisfaction as a mediating variable is still contextual and has not produced consistent conclusions.

Nevertheless, previous research findings show that empirical results regarding the effect of work-life balance and the work environment on employee performance remain varied, both directly and through job satisfaction as a mediating variable. These differing findings indicate that the relationships between variables still require further testing in different organizational contexts. In addition, research that simultaneously examines the role of job satisfaction as a mediating variable in the relationship between work-life balance and the work environment on employee performance at Regional Government-Owned Enterprises (BUMD) providing clean water services is still relatively limited. This research gap is important to examine given that employee performance is a determining factor in the quality of public services provided to the community. Based on this condition, the novelty of this study lies in examining the role of job satisfaction as a mediating variable in the relationship between work-life balance and the work environment on employee performance at PDAM Tirta Anai, Padang Pariaman Regency.

2. RESEARCH METHOD

This study uses a quantitative approach with a causal-associative research design to analyze the cause-and-effect relationship between work-life balance and the work environment on employee performance, with job satisfaction as a mediating variable. The object of this study was all employees of PDAM Tirta Anai, Padang Pariaman Regency. The research variables consist of work-life balance and the work environment as independent variables, job satisfaction as a mediating variable, and employee performance as the dependent variable. Work-life balance was measured using indicators of time balance, involvement balance, and satisfaction balance (Saputra & Masdupi, 2025). The work environment was measured using indicators of the physical and non-physical work environment based on (Sedarmayanti, 2017). Job satisfaction was measured through indicators of the work itself, pay, promotion opportunities, supervision, and coworkers based on (Luthans, 2011). Employee performance was measured using indicators of work quality, work quantity, task implementation, and

responsibility (Mangkunegara, 2018). All indicators were measured using a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree).

The data used in this study are primary data obtained directly through the distribution of questionnaires to employees of PDAM Tirta Anai, Padang Pariaman Regency. The study population consisted of 193 employees, and the entire population was used as the research sample using a saturated sampling technique, so that the number of samples analyzed was 193 respondents. Data collection was carried out through a questionnaire compiled based on the indicators of each variable to obtain information regarding respondents' perceptions of work-life balance, the work environment, job satisfaction, and employee performance.

Data analysis was carried out using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS 4 software. The analysis stages began with descriptive analysis to describe the characteristics of the research data. Next, an evaluation of the measurement model (outer model) was carried out through convergent validity testing using an outer loading value ≥ 0.70 and an Average Variance Extracted (AVE) value ≥ 0.50 . Discriminant validity was tested using the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT) with an HTMT value < 0.90 . Construct reliability was evaluated using Cronbach's Alpha and Composite Reliability with a value ≥ 0.70 . Evaluation of the structural model (inner model) was carried out through testing the coefficient of determination (R^2), with categories of 0.75 (strong), 0.50 (moderate), and 0.25 (weak), path coefficients, and predictive relevance (Q^2). Hypothesis testing was carried out using a bootstrapping procedure with the criteria of T-statistics > 1.96 and P-values < 0.05 . Mediation testing was carried out through specific indirect effect analysis based on bootstrapping results to determine the role of job satisfaction in mediating the effect of work-life balance and the work environment on employee performance (Hair et al., 2022).

3. RESULTS AND DISCUSSION

Descriptive Analysis

Descriptive analysis is used to provide a general overview of the characteristics of the research data based on respondents' responses to each indicator used. This analysis was carried out by examining the mean value of each indicator for the variables Work-Life Balance, Work Environment, Job Satisfaction, and Employee Performance. The mean values were used to describe the tendency of respondents' perceptions of the conditions occurring at PDAM Tirta Anai, Padang Pariaman Regency. The results of the descriptive statistical analysis for each research variable indicator are presented in the following table:

Table 1.Descriptive Analysis.

Variabel	Item	Mean
Worklife Balance (WLB) (Saputra & Masdupi, 2025)	WLB01	3.404
	WLB02	3.047
	WLB03	2.850
	WLB04	3.275
	WLB05	2.860
	WLB06	3.363
	WLB07	3.067
	WLB08	2.886
	WLB09	3.114
Work Environment (LK) (Sedarmayanti, 2017)	LK01	2.850
	LK02	3.399
	LK03	3.047
	LK04	2.876
	LK05	3.238
	LK06	2.860
	LK07	3.865
	LK08	2.990
	LK09	2.896
	LK10	3.207
	LK11	2.886
	LK12	3.409
	LK13	3.093
Job Satisfaction (KA) (Luthans, 2011)	KA01	2.860
	KA02	3.238
	KA03	2.824
	KA04	3.337
	KA05	3.098
	KA06	2.855
	KA07	3.269
	KA08	2.808
	KA09	3.363
	KA10	3.010
Employee Performance (KN) (Mangkunegara, 2018)	KN01	2.917
	KN02	3.233
	KN03	2.824
	KN04	3.404
	KN05	3.021
	KN06	2.876
	KN07	3.259
	KN08	2.756

Source: Processed with IBM SPSS Statistics/SmartPLS 4 (2026)

Based on table 1, the descriptive statistical results show that the mean values of all research indicators range from 2.756 to 3.865. The highest mean value is found in indicator LK07 (Work Environment) at 3.865, while the lowest mean value is found in indicator KN08 (Employee Performance) at 2.756. The average value of all indicators falls into the fairly good category, indicating that respondents gave positive assessments of work-life balance, the work environment, job satisfaction, and employee performance at PDAM Tirta Anai, Padang Pariaman Regency.

Outer Model Analysis

Evaluation of the measurement model (outer model) was carried out to test the validity and reliability of the research constructs. Testing included convergent validity using outer loading and average variance extracted (AVE) values, discriminant validity using the Fornell-Larcker criterion and the heterotrait-monotrait ratio (HTMT), and reliability using Cronbach's alpha and composite reliability.

Table 2.Outer Loading Results of the Convergent Validity Test.

Instrument	Work-Life Balance	Work Environment	Job Satisfaction	Employee Performance	Note
WLB01	0.785				Valid
WLB02	0.778				Valid
WLB03	0.763				Valid
WLB04	0.738				Valid
WLB05	0.777				Valid
WLB06	0.777				Valid
WLB07	0.749				Valid
WLB08	0.786				Valid
WLB09	0.749				Valid
LK01		0.784			Valid
LK02		0.761			Valid
LK03		0.785			Valid
LK04		0.755			Valid
LK05		0.768			Valid
LK06		0.765			Valid
LK07		0.811			Valid
LK08		0.773			Valid
LK09		0.737			Valid
LK10		0.726			Valid
LK11		0.715			Valid
LK12		0.739			Valid
LK13		0.718			Valid
KA01			0.781		Valid
KA02			0.783		Valid
KA03			0.777		Valid
KA04			0.765		Valid
KA05			0.787		Valid
KA06			0.751		Valid
KA07			0.749		Valid
KA08			0.777		Valid
KA09			0.777		Valid
KA10			0.722		Valid
KN01				0.787	Valid
KN02				0.818	Valid
KN03				0.831	Valid
KN04				0.815	Valid
KN05				0.827	Valid
KN06				0.794	Valid
KN07				0.789	Valid
KN08				0.800	Valid

Source: Processed with IBM SPSS Statistics/SmartPLS 4 (2026)

Based on the outer loading test results in table 2, all statement items for the variables work-life balance, work environment, job satisfaction, and employee performance have an outer loading value ≥ 0.708 , so all are declared valid. This indicates that the indicators/statements used successfully measure the correlation between the indicator/statement scores and their constructs/variables, thereby supporting the construct validity of the measurement model.

Table 3. AVE Results of the Convergent Validity Test

Variable	Average Variance Extracted (AVE)	Description
Worklife balance	0.588	Valid
Work Environment	0.573	Valid
Job Satisfaction	0.589	Valid
Employee Performance	0.652	Valid

Source: Processed with IBM SPSS Statistics/SmartPLS 4 (2026)

Based on table 3, it is known that the Average Variance Extracted (AVE) value for all research variables is above 0.50, namely work-life balance at 0.588, work environment at 0.573, job satisfaction at 0.589, and employee performance at 0.652. These results indicate that each construct is able to explain more than 50% of the variance of the indicators that form it. Thus, all variables in this study have met the convergent validity criteria and are declared valid.

Table 4. Fornell-Larcker Criterion

Variable	Job Satisfaction	Employee Performance	Work Environment	Work-Life Balance	Note
Job Satisfaction	0.767				Valid
Employee Performance	0.734	0.808			Valid
Work Environment	0.705	0.753	0.757		Valid
Work-Life Balance	0.673	0.730	0.672	0.767	Valid

Source: Processed with IBM SPSS Statistics/SmartPLS 4 (2026)

Based on the results of the Fornell-Larcker criterion test in table 4, the square root of the AVE value for all constructs is greater than its correlation value with other constructs. The square root of AVE for the job satisfaction variable is 0.767, employee performance 0.808, work environment 0.757, and work-life balance 0.767. These results indicate that all constructs have met the discriminant validity criteria based on the Fornell-Larcker criterion, so that all variables in this study are declared valid.

Table 5. Heterotrait-Monotrait Ratio (HTMT).

Variable	Job Satisfaction	Employee Performance	Work Environment	Work-Life Balance
Job Satisfaction				
Employee Performance	0.792			
Work Environment	0.754	0.806		
Work-Life Balance	0.726	0.792	0.723	

Source: Processed with IBM SPSS Statistics/SmartPLS 4 (2026)

Based on the results of the heterotrait-monotrait ratio (HTMT) test in table 5, all HTMT values between constructs range from 0.723 to 0.806. This value is below the threshold of 0.85 or 0.90, indicating that each construct has an adequate level of distinction from other constructs. Thus, all variables in this study have met the discriminant validity criteria, meaning that each construct is able to clearly measure a different concept without measurement overlap.

Table 6. Cronbach's Alpha

Variable	Cronbach's Alpha	Description
Work-Life Balance	0.913	Reliabel
Work Environment	0.938	Reliabel
Job Satisfaction	0.922	Reliabel
Employee Performance	0.924	Reliabel

Source: Processed with IBM SPSS Statistics/SmartPLS 4 (2026)

Based on table 6, all research variables have a Cronbach's alpha value above the minimum threshold of 0.70. The work-life balance variable has a Cronbach's alpha value of 0.913, work environment 0.938, job satisfaction 0.922, and employee performance 0.924. These results indicate that the indicators of each construct have a very good level of internal consistency in measuring the variables studied, and all variables in this study are declared reliable.

Table 7. Composite Reliability.

Variable	Composite Reliability	Description
Work-Life Balance	0.928	Reliabel
Work Environment	0.946	Reliabel
Job Satisfaction	0.935	Reliabel
Employee Performance	0.938	Reliabel

Source: Processed with IBM SPSS Statistics/SmartPLS 4 (2026)

Based on the composite reliability test results in table 7, it is known that all research variables have a composite reliability value above 0.70. The work-life balance variable obtained a value of 0.928, work environment 0.946, job satisfaction 0.935, and employee performance 0.938. These values indicate that all constructs have a good level of internal consistency and meet the reliability criteria.

Inner Model Analysis

Evaluation of the structural model (inner model) focuses on the relationships between latent variables and the model's ability to explain and predict endogenous variables. Inner model testing aims to assess the predictive power of the model and the significance of the relationships between the constructs studied. According to Hair et al (2022), the evaluation of the inner model in this study was carried out through three main aspects: the Coefficient of Determination (R-Square), significance and relevance testing of path coefficients, and predictive relevance (Q^2 or PLSpredict).

Table 8. Coefficient of Determination (R-Square)

Variable	R-square	R-square adjusted
Job Satisfaction	0.570	0.565
Employee Performance	0.693	0.688

Source: Processed with IBM SPSS Statistics/SmartPLS 4 (2026)

Based on the results of the coefficient of determination (R-Square) test in table 8, the R-Square value for the Job Satisfaction variable is 0.570. This value indicates that the variables work-life balance and work environment are able to explain the job satisfaction variable by 57.0%, while the remaining 43.0% is explained by other factors not included in this study. The R-Square value for the employee performance variable is 0.693, indicating that the variables work-life balance, work environment, and job satisfaction are able to explain the employee performance variable by 69.3%, while the remaining 30.7% is explained by other factors outside the scope of this study.

Table 9. Path Coefficients.

Relationship Between Variables	Original Sample (O)	T-Statistics (O/STDEV)	P-Values	Note
Work-Life Balance → Employee Performance	0.305	5.318	0.000	Accepted
Work Environment → Employee Performance	0.349	5.932	0.000	Accepted
Work-Life Balance → Job Satisfaction	0.363	5.221	0.000	Accepted
Work Environment → Job Satisfaction	0.461	6.722	0.000	Accepted
Job Satisfaction → Employee Performance	0.284	4.507	0.000	Accepted

Source: Processed with IBM SPSS Statistics/SmartPLS 4 (2026)

Based on the significance and relevance test results of the path coefficients, all relationships between variables in this study show a positive and significant effect. Work-life balance has a positive and significant effect on employee performance and job satisfaction. The work environment also has a positive and significant effect on employee performance and job satisfaction. Job satisfaction has a positive and significant effect on employee performance. These results indicate that the better the work-life balance and work environment perceived by employees, the higher the job satisfaction and employee performance produced. Thus, all hypotheses proposed in this study can be accepted.

Table 10. Predictive Relevance (Q² or PLSpredict)

Variable	Q ² predict
Job Satisfaction	0.556
Employee Performance	0.648

Source: Processed with IBM SPSS Statistics/SmartPLS 4 (2026)

Based on the results of the predictive relevance ($Q^2_{predict}$) test in table 10, the $Q^2_{predict}$ value for the job satisfaction variable is 0.556 and for employee performance is 0.648. According to Hair et al. (2022), a $Q^2_{predict}$ value greater than zero indicates that the model has good predictive relevance. These results indicate that the research model has adequate predictive ability for the endogenous variables, so it is able to predict out-of-sample data well.

Mediation Analysis

Mediation analysis was conducted to examine the role of job satisfaction as an intervening variable in mediating the relationship between work-life balance and the work environment on employee performance. The analysis aimed to determine whether job satisfaction serves as an indirect mechanism through which the independent variables influence employee performance. The mediation effect was evaluated using the specific indirect effect analysis with a bootstrapping procedure, which is widely applied in SEM-PLS to assess the significance of indirect relationships. Following the guidelines of Hair et al (2022), the indirect effect was considered significant when the bootstrapped t-statistics exceeded 1.96 and the p-values were below 0.05.

Table 11. Specific Indirect Effect Test Results

Relationship Between Variables	Original Sample (O)	T-Statistics (O/STDEV)	P-Values	Note
Work-Life Balance → Job Satisfaction → Employee Performance	0.103	3.362	0.001	Accepted
Work Environment → Job Satisfaction → Employee Performance	0.131	3.697	0.000	Accepted

Source: Processed with IBM SPSS Statistics/SmartPLS 4 (2026)

Based on the results of the specific indirect effect test in table 11, the indirect effect of work-life balance on employee performance through job satisfaction has a T-Statistics value of 3.362 and a P-values of 0.001. Meanwhile, the indirect effect of the work environment on employee performance through job satisfaction has a T-Statistics value of 3.697 and a P-values of 0.000. Both relationships have T-Statistics values > 1.96 and P-values < 0.05 , indicating that job satisfaction is able to mediate the relationship between work-life balance and the work environment on employee performance.

Discussion

The overall structural relationships among work-life balance, work environment, job satisfaction, and employee performance, along with their respective path coefficients and outer loading values, are illustrated in the PLS-SEM research model below.

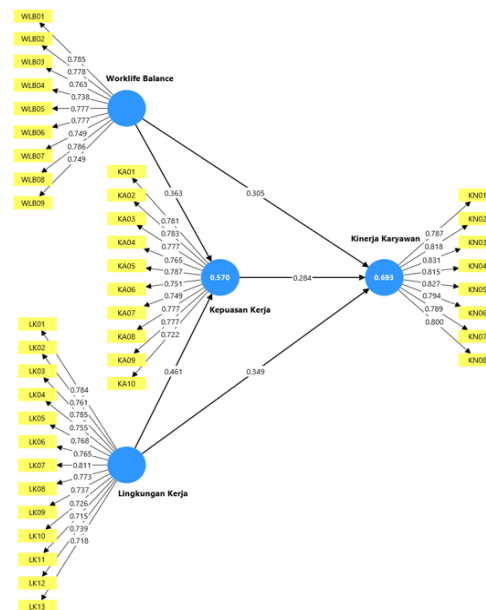


Figure 1. PLS-SEM Research Model

Source: SmartPLS 4 (2026)

Work-Life Balance Has a Positive and Significant Effect on Employee Performance

The test results show that work-life balance has a positive and significant effect on employee performance, with a path coefficient value of 0.305, a T-statistics value of 5.318, and a P-values of 0.000. This finding indicates that the better the work-life balance possessed by employees, the higher the performance produced. This result is in line with Fabanyo et al (2025) and Lukmiati et al (2020), who found that work-life balance has a positive and significant effect on employee performance. At PDAM Tirta Anai, Padang Pariaman Regency, this condition shows that employees' ability to balance work demands and personal life contributes to improved performance.

Work Environment Has a Positive and Significant Effect on Employee Performance

The test results show that the work environment has a positive and significant effect on employee performance, with a path coefficient value of 0.349, a T-statistics value of 5.932, and a P-values of 0.000. This finding indicates that the better the work environment perceived by employees, the higher the performance produced. This result is in line with Liawati (2020) and Widyastuti et al (2026), who found that the work environment has a positive and significant effect on employee performance. At PDAM Tirta Anai, Padang Pariaman Regency, a supportive work environment provides comfort at work, enabling employees to complete tasks optimally and produce better performance.

Work-Life Balance Has a Positive and Significant Effect on Job Satisfaction

The test results show that work-life balance has a positive and significant effect on job satisfaction, with a path coefficient value of 0.363, a T-statistics value of 5.221, and a P-

values of 0.000. This finding indicates that the better the work-life balance possessed by employees, the higher the job satisfaction felt. This result is in line with Septiara et al (2026), who found that work-life balance has a positive and significant effect on job satisfaction. A balance between work life and personal life makes employees feel more comfortable, reduces work fatigue, and increases satisfaction with their work. At PDAM Tirta Anai, Padang Pariaman Regency, this condition shows that good implementation of work-life balance is able to increase employee job satisfaction.

Work Environment Has a Positive and Significant Effect on Job Satisfaction

The test results show that the work environment has a positive and significant effect on job satisfaction, with a path coefficient value of 0.461, a T-statistics value of 6.722, and a P-values of 0.000. This finding indicates that the better the work environment perceived by employees, the higher the job satisfaction obtained. This result is in line with Suhali & Amelia (2022), who stated that the work environment has a positive and significant effect on job satisfaction. A comfortable, safe, and supportive work environment can increase comfort and a sense of appreciation, thereby encouraging increased employee job satisfaction. At PDAM Tirta Anai, Padang Pariaman Regency, a conducive work environment provides a more comfortable working atmosphere, thereby increasing employee job satisfaction.

1. Job Satisfaction Has a Positive and Significant Effect on Employee Performance

The test results show that job satisfaction has a positive and significant effect on employee performance, with a path coefficient value of 0.284, a T-statistics value of 4.507, and a P-values of 0.000. This finding indicates that the higher the job satisfaction felt by employees, the higher the performance produced. This result is in line with Adawiah et al (2025), who stated that job satisfaction has a positive and significant effect on employee performance. Employees who feel satisfied with their work tend to have higher motivation, commitment, and work spirit, enabling them to improve their performance. At PDAM Tirta Anai, Padang Pariaman Regency, high job satisfaction encourages employees to work more optimally in achieving organizational goals.

2. Work-Life Balance Has a Positive and Significant Effect on Employee Performance through Job Satisfaction as a Mediating Variable

The test results show that work-life balance has a positive and significant effect on employee performance through job satisfaction, with an indirect effect coefficient of 0.103, a T-statistics value of 3.362, and a P-values of 0.001. This finding indicates that job satisfaction is able to mediate the relationship between work-life balance and employee performance. This result is in line with Wirtadipura & Sumarjo (2025), who stated that work-life balance can

improve employee performance by increasing job satisfaction. Because both the direct and indirect effects are significant, job satisfaction acts as a partial mediator, indicating that work-life balance can improve employee performance both directly and through increased job satisfaction.

3. Work Environment Has a Positive and Significant Effect on Employee Performance through Job Satisfaction as a Mediating Variable

The test results show that the work environment has a positive and significant effect on employee performance through job satisfaction, with an indirect effect coefficient of 0.131, a T-statistics value of 3.697, and a P-values of 0.000. This finding indicates that job satisfaction is able to mediate the relationship between the work environment and employee performance. This result is in line with Suwandana, (2025), who stated that the work environment has a positive and significant effect on employee performance through job satisfaction. A comfortable and conducive work environment can increase job satisfaction, which in turn has an impact on improving employee performance. Because both the direct and indirect effects are significant, job satisfaction acts as a partial mediator, indicating that the work environment can improve employee performance both directly and through increased job satisfaction.

4. CONCLUSION AND SUGGESTIONS

Based on the research results, it can be concluded that work-life balance and the work environment have a positive and significant effect on employee performance and job satisfaction at PDAM Tirta Anai, Padang Pariaman Regency. Job satisfaction is also proven to have a positive and significant effect on employee performance. In addition, job satisfaction is able to mediate the effect of work-life balance and the work environment on employee performance. These results indicate that improving the balance of work life and the quality of the work environment will increase job satisfaction, which ultimately has an impact on improving employee performance.

Based on the research results, PDAM Tirta Anai, Padang Pariaman Regency is advised to continue improving the quality of the work environment and implementing policies that support work-life balance in order to increase job satisfaction and employee performance. Future research is advised to add other variables that have the potential to affect employee performance, such as work motivation, leadership, organizational culture, or organizational commitment, and to expand the research object so that the results obtained have a better level of generalization.

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